



## How to Engage Communities Effectively

### *Chevron's Community Partnerships in Nigeria*



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# Effective Community Engagement

## The business importance

- Local communities represent the most concerned of all stakeholders in any business operation.
- Community engagement based on risk management perpetuates conflict.
- Strong community relationships are built when there is a sense of partnership with mutual benefits.
- Partnership is built using participatory processes that foster local ownership and an increased focus on sustainability.
- Participatory processes are not static and require a constant focus on capacity building and collective learning.
- All parties learn more about each other and how to work together from shared capacity building. This reduces stakeholder conflict.

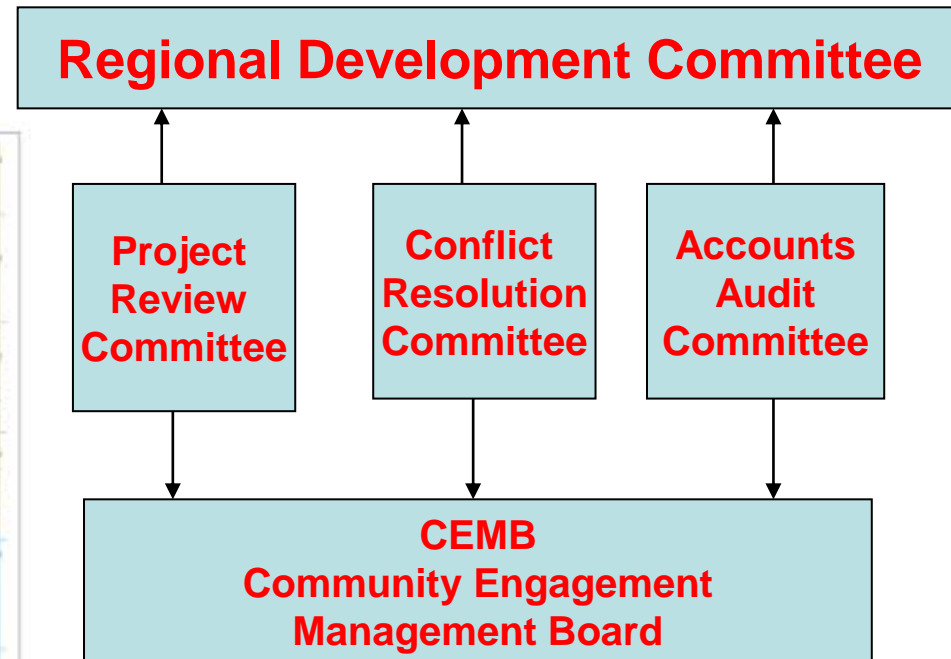
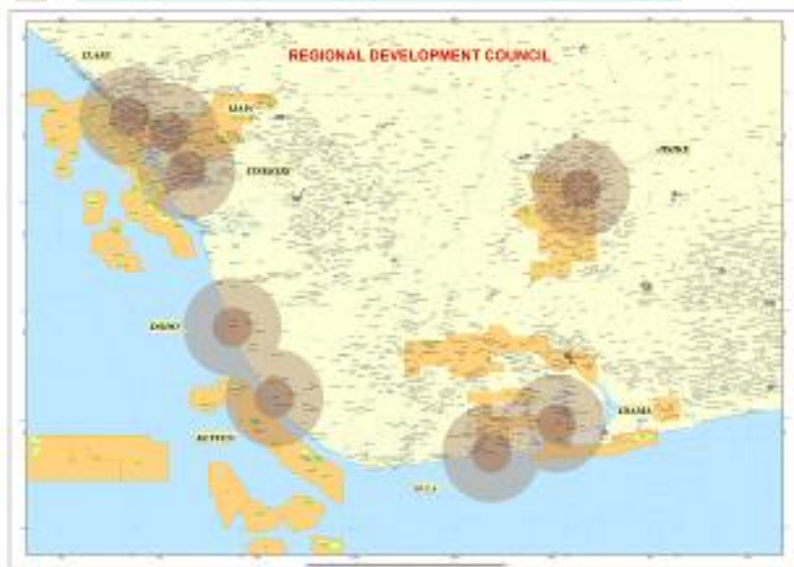
# Chevron Nigeria's Community Engagement Model

## Global Memoranda of Understanding (GMOUs)

### Committee Members:

- State/Local Govt
- Nigeria National Petroleum Corporation
- Niger Delta Development Commission
- RDC
- Chevron
- NGOs
- Donors

- 8 Regional Development Committees (RDC) were set up in late 2005 to implement GMOU model.
- Each RDC is a Community Based Organization in its own right with staff, an executive and a portfolio of community projects within their member communities.



# Sustainable Livelihoods Assessments

First step in GMOU model



- Over 30 NGO's involved
- 425 communities total
- 850,000 population (estimate)
- Best available snapshot of living conditions in Niger Delta
- Data used to create community-driven development plan for each RDC

# Participatory Stakeholder Evaluation of GMOUs

## Planning/Analysis Teams

### Core Team

RDCs	8
Govt Representatives	7
NGOs	3
Chevron	4
Facilitators/ Subject Matter Experts	<u>8</u>
<b>Total</b>	<b>30</b>

### Sub-Team

RDCs	10
Govt Representatives	9
NGOs	13
Chevron	6
Facilitators/ Subject Matter Experts	<u>8</u>
<b>Total</b>	<b>46</b>

### Facilitators/Subject Matter Experts:



# Evaluation Findings

## Key Strengths

### The GMOUs:

- shifted focus towards giving communities greater ownership of their development
- produced tangible results in several communities
- avoided budget cycle constraints that had delayed projects
- are significantly more transparent than any previous model
- have governance mechanisms that reduce the potential misuse of funds
- have strengthened the capacity of community leadership
- Have improved Chevron's relationship with communities
- have fostered stronger ties between different communities and ethnic groups



# Evaluation Findings

## Key Weaknesses

- Projects slow to emerge
- Coordination with government and other development actors has been inadequate
- Employment, scholarships and CNL contracts were contentious issues
- Funding levels were inadequate for the needs
- Women were largely excluded from the GMOU process
- Communication between the RDCs and the communities they represent has been very poor
- Decision-making was often cumbersome
- Many community members feel RDC leaders put personal interests ahead of community interests

# Evaluation Results

## What Happened Next?

- Renegotiated all GMOUs, incorporating the suggested improvements
- RDCs held leadership elections. Some remained and others were replaced.
- Chevron established capacity building program for RDCs and other GMOU stakeholders to:
  - Increase community participation, particularly women
  - Educating stakeholders on GMOU processes
  - Improving the RDCs' project implementation and impact on livelihoods
- Established Niger Delta Partnership Initiative to expand and strengthen multi-stakeholder partnerships



# Niger Delta Partnership Initiative (NDPI)

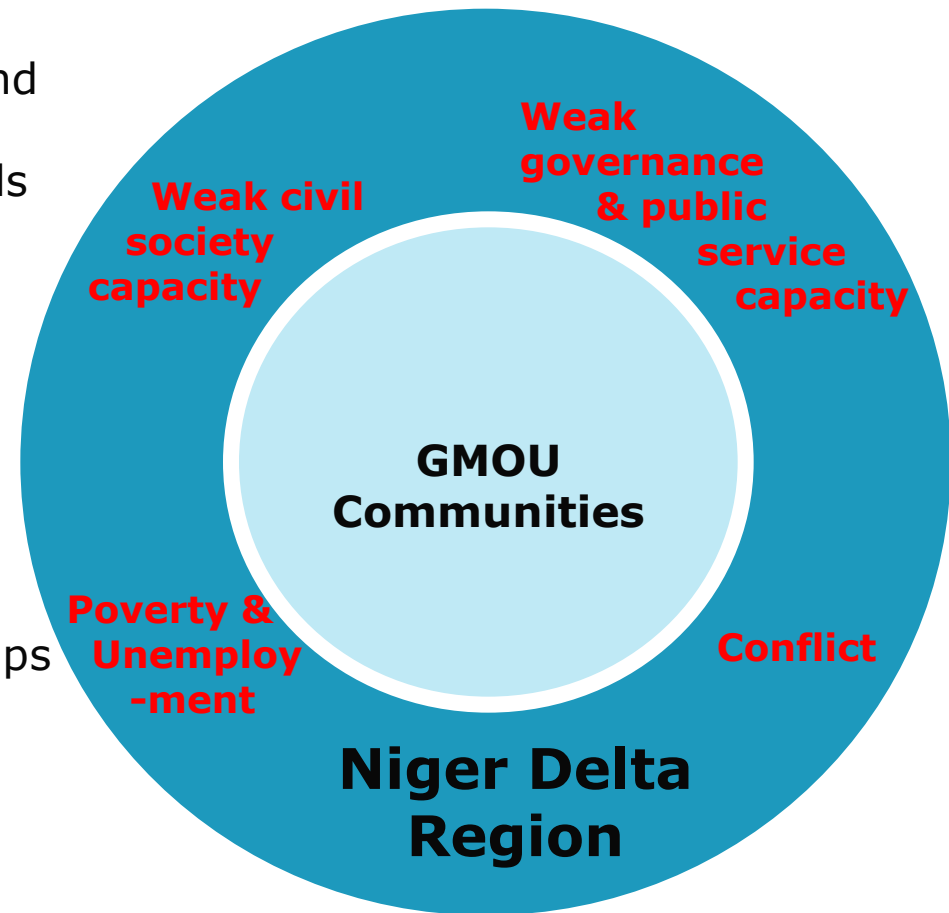
## Overview

### Project Description

Establishment of a special Chevron initiative to promote and support multi-stakeholder programs that address the needs of communities and foster increased donor assistance for community based organizations in the Niger Delta.

### Project Components

- Funding alliances with other donors
- Multi-stakeholder partnerships
- Economic development programs
- Capacity building
- Peace building initiatives
- Research and Advocacy activities



# NDPI

## Stakeholder Benefits

### ■ Social Benefits

- New partnerships can produce better outcomes than individual efforts have to date.
- Attempts to promote peace will yield better results when they are linked to strategies for addressing the root causes of conflict.
- Social investments will be more effective when linked to thorough research of problems and a strong networks of partners.

### ■ Business Benefits

- Improve social risk management
- Increase stakeholder engagement and ownership on key socio-economic issues
- Reduce community dependency on company assistance by generating new sources of support for communities.

# Community Engagement

## What Have We Learned?

Element	Approach
<b>Scope</b>	Recognize the linkages between the social, economic and environmental elements of community engagement. Ensure the scope of community programs addresses all of these elements in a holistic manner.
<b>People</b>	People make it work, not models. Identify the right people with the right attitudes and skills to manage and participate in any initiative.
<b>Processes</b>	Focus on identifying and improving the key processes that make any strategy achieve successful outcomes.
<b>Partnerships</b>	Leverage the opportunities from diverse participation. Build sustainability by building a strong sense of ownership and partnership amongst all stakeholders.
<b>Capacity</b>	Incorporate capacity building into all strategies and projects. Learn from everything we do.